

**CONFIDENTIAL**DD / S P E C I A L S T R Y  
FILE 0 + M 2*Handed out at DAs Staff  
Executive Session. (Unsigned)? Mar 72*Acting Director of Training  
1026 CoC

Rod:

Attached is a copy of a memorandum I propose to submit to the other Deputies and the Executive Director-Comptroller for concurrence en route to the Director. I believe the memorandum is self-explanatory but somewhat bare-bones for our internal purposes. I would appreciate your considering it carefully and coming to our next Tuesday Executive Staff Meeting prepared to discuss it. I will describe in greater detail at that time what I have in mind, what it means to each of us, and how I plan to go about it.

John W. Coffey

Deputy Director for Support  
XSOS/DD/S:  bbt (29 Feb 72)

25X1

## Distribution:

- Orig RS - Ea Office Director w/att (DD/S 72-0762)
- X - DD/S Subject w/att & w/background
- 1 - DD/S Chrono
- 1 - SOS Chrono

MORI/CDF Pages \_2 thru  
4 \_\_\_\_\_

DD/S 72-0762 - Proposed memo to DCI, subject: Management Improvement in the Support Directorate

**CONFIDENTIAL**

DD/S 72-0762

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Management Improvement in the Support Directorate

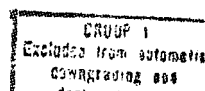
1. Paragraph 7 of this memorandum contains a recommendation for your approval.

25X1

2. In September 1971 I convened a three-day conference of some 80 members of the Support Generalist Career Service representing all age groups and the full range of Agency experience. In December I spent a weekend at the [redacted] with the Assistant Deputy Director for Support and the Directors of all of the Support Offices. While these conferences served a number of very useful purposes and produced a significant variety of recommendations upon which we are taking separate action, we also identified and resurfaced a number of ideas and concerns which I believe deserve further attention.

3. We hear from amongst ourselves allegations that the Support Directorate is not fulfilling its proper role in the Agency; that our service philosophy of the past 15-20 years is the wrong philosophy for the next 20; that it is the right philosophy and should be preserved rather than changed; that we are nothing more than the housekeepers charged with doing the donkey work of the organization; that we should be its managers; that our proper role lies somewhere in between. We hear that we are recruiting the wrong kinds of people for the Support Directorate; that we are over-recruiting over-qualified people for the support job that has to be done; that we are losing the brightest of the bright young professionals and retaining only those who are not bright enough to make a place for themselves anywhere else; that these allegations are not true; that statistics won't support them; that we are recruiting the right people in the right numbers for the right kinds of jobs and we are holding them. We levy charges against ourselves that we are doing a poor job of planning; that our management would be improved if we could get away from responding to crises and reacting always to unexpected requirements levied upon us by customer

CONFIDENTIAL



~~CONFIDENTIAL~~

components; that while our planning could stand some improvement, generally it is adequate for most management purposes. We find the same general range of views occurring among our people about ourselves in relation to virtually every principal aspect of our support program, management and philosophy.

4. It is not my intention nor my desire to convey the idea that we have problems of catastrophic proportion. On the contrary, we feel that we have come a long way in Support management; generally we seem to be satisfied with where we are; we do have some uneasiness that we shouldn't allow ourselves to become complacent; we have some intuition that everything may not be as rosy as it appears on the surface; and we have a genuine interest in improving our management if we can bring into focus those areas most deserving of attention. We do have evidence, however, that there are a wide variety of disparate views about the Support philosophy, role and management.

5. In order to find out what the true situation is and do something about it, I propose to undertake a comprehensive Organization Development program in the Support Directorate with the broad purpose of resolving the problem of how we can really achieve a more effective organization. I plan to go about this in relatively a low key way and over a period of perhaps a year develop an analysis of where we are now as an organization; where we would like to go in the future; and how we can best get to where we want to go from where we are now. I plan to launch this program using limited resources which I will make available from within the Support Directorate, but I would also plan to call upon the services of highly qualified organization development consultants from outside the Agency if and when that seems to be the prudent and productive thing to do. In the course of this program it will be necessary to call upon people in the other major components of the Agency for assistance in the gathering of data and collection of information but I would not expect to place any significant burden upon them. We may be calling upon small portions of their time but will not otherwise add to the burden of their present workload.

6. If this program is to be successful and produce any long term rewards for the Support Directorate and the Agency it will be necessary that I have your endorsement and approval.

7. Your approval for the Support Directorate to undertake a comprehensive Organization Development program is requested.

John W. Coffey  
Deputy Director  
for Support

~~CONFIDENTIAL~~

**CONFIDENTIAL**

**SUBJECT: Management Improvement in the Support Directorate**

**CONCUR:**

\_\_\_\_\_  
Thomas H. Karamessines  
Deputy Director for Plans

\_\_\_\_\_  
Date

\_\_\_\_\_  
Edward W. Proctor  
Deputy Director for Intelligence

\_\_\_\_\_  
Date

\_\_\_\_\_  
Donald H. Steininger  
Acting Deputy Director for Science and Technology

\_\_\_\_\_  
Date

\_\_\_\_\_  
W. E. Colby  
Executive Director-Comptroller

\_\_\_\_\_  
Date

**APPROVAL:**

\_\_\_\_\_  
Richard Helms  
Director

\_\_\_\_\_  
Date

**Distribution:**

Orig - Adse (Return to DD/S)

X - DDCI

1 - ER

1 - DD/P

1 - DD/I

1 - A-DD/S&T

2 - DD/S

**CONFIDENTIAL**